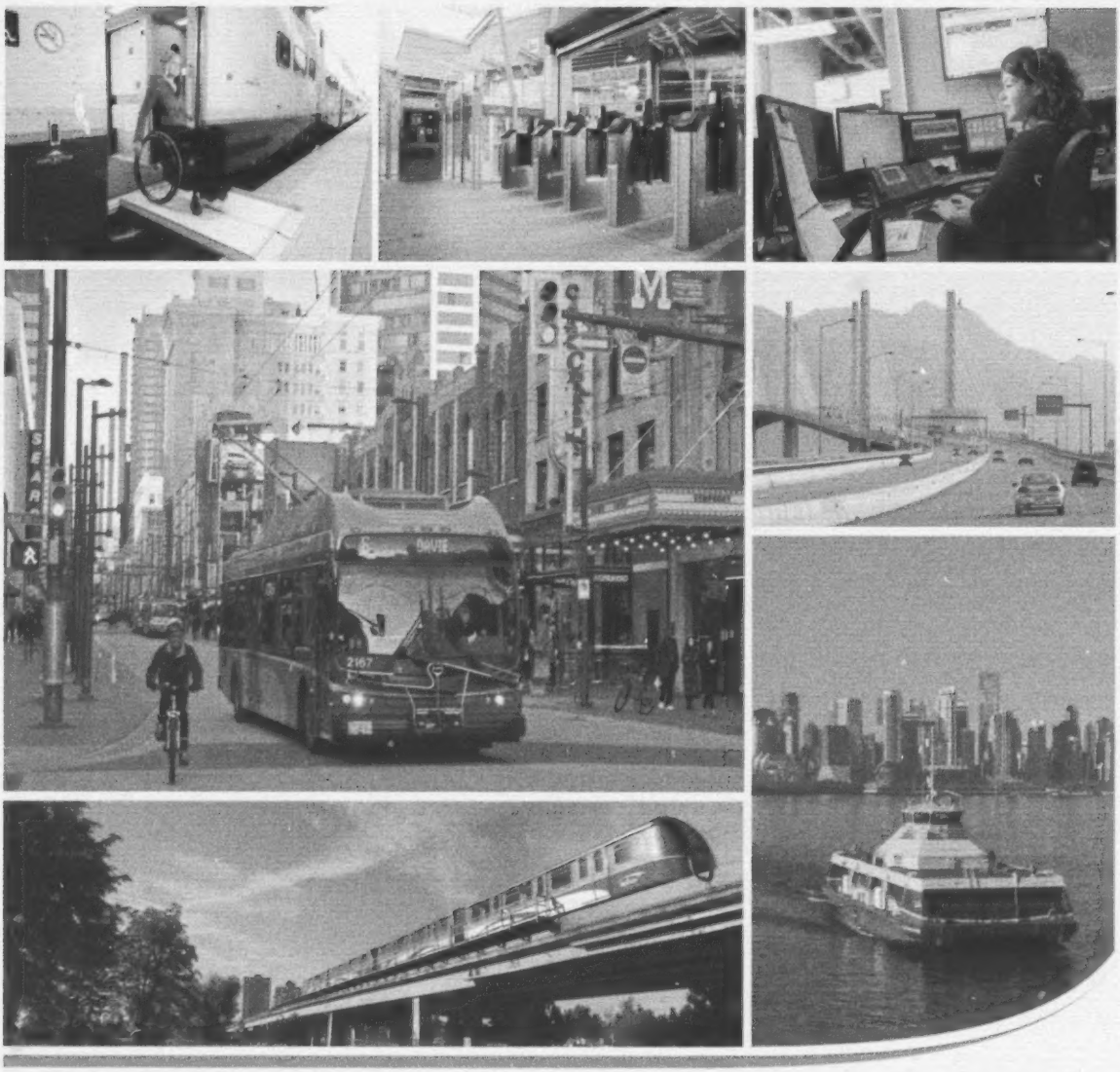
APPENDIX A

2014 YEAR-END
FINANCIAL AND PERFORMANCE REPORT



TRANSLINK

Table of Contents

1. **Executive Summary** 3
2. **Financial and Operating Summary with Update on Efficiencies** 8
3. **Consolidated Statement of Operations Analysis** 12
4. **Investment in Capital Assets** 22
   - Active Projects (excluding substantially complete) 23
   - Approval in Principle Projects 23
5. **Changes in Financial Position** 24
6. **Liquidity and Capital Resources** 26
7. **Consolidated Financial Statements and Appendices** 28
   - Schedule 1: Consolidated Financial Statements 28
   - Schedule 2: Funded Statement of Operations 33
   - Schedule 3: Reconciliation of Funded Surplus to GAAP Surplus 34
   - Schedule 4: Golden Ears Bridge Funding Net Impact 34
   - Appendix 1: Bus Operations ..... **Error! Bookmark not defined.**
   - Appendix 2: Rail Operations 36
   - Appendix 3: Allocated Costs between Divisions 37

Caution Regarding Forward-Looking Statements

From time to time, TransLink makes written and/or oral forward looking statements, including in this document, and in other communications. In addition, representatives of TransLink may make forward-looking statements orally to analysts, investors, the media and others.

Forward-looking statements, by their nature, require TransLink to make assumptions and are subject to inherent risk and uncertainties. In light of the uncertainty related to the financial, economic and regulatory environments, such risks and uncertainties, many of which are beyond TransLink's control, and the effects of which can be difficult to predict, may cause actual results to differ materially from the expectations expressed in the forward-looking statements.

1. Executive Summary

After a decade of significant expansion, TransLink's focus since 2010 has been to maintain existing service, keep capital assets in a state of good repair, and ensure we do this as efficiently as possible.

Over the last five years, TransLink has cut costs and added innovative ways to increase revenue, resulting in annual cost efficiencies of $48 million and annual revenue efficiencies of $22 million. Since 2010 the compound annual growth rate of expenditures was just 1.2 per cent, well below inflation.

The 2014 year ended with a $26.9 million surplus, which was $9.9 million less than 2013 and $78.8 million better than budget.

Key factors resulting in better than budget financial results include:

- Timing of Major Road Network contributions to municipalities ($20.7 million)
- Timing of Compass implementation ($17.5 million)
- Sale of surplus property ($6.5 million)
- Amortization and interest ($15.9 million)
- Unused contingency ($12.4 million)
- Other items ($5.8 million)

The major priorities in 2014 were implementation of Compass, supporting the Mayors' Council in the development of their transit and transportation vision, and continuing to reduce costs and find operational efficiencies.

Key highlights of 2014 include:

- Mayors' Council approved the "Regional Transportation Investments: A Vision for Metro Vancouver" in preparation for the transit and transportation vote taking place in spring 2015

- Expanding the use of taxis to get more people with disabilities where they need to go, resulting in a significant reduction in trip denials for HandyDART service

- Significant infrastructure upgrades, including substantial progress on improvements at seven SkyTrain stations, which will improve the customer experience on the transit system

- Achieving aggressive targets for cost reductions and revenue efficiencies

- Strong financial management, recognized by credit rating agencies that re-affirmed TransLink's 'double-A' credit rating, and contributing to a successful $130 million bond issue in 2014

Strategic Focus

TransLink aligns the organization around five strategic goals, as described in TransLink's 2014 Business Plan. These goals focus on success factors identified as critical in developing a better place to live built on transportation excellence: **customer**, **financial**, **stakeholder**, **people**, and **internal effectiveness**.

1. Customer Goal

Objective: ***Meet our customers' expectations in the implementation of Compass Card and infrastructure upgrades***

We are moving forward with the roll out of Compass in a phased manner, evaluating success as we go, so that customers can experience a smooth transition to this new product. In October we announced that the next phase is to roll-out Compass Cards to post-secondary students. TransLink has been working collaboratively with 10 post-secondary institutions to prepare software and systems for this transition. Key to the transition is a secure private network, Compass Point Gateway, which TransLink developed to deliver program benefits to Compass cards for clients.

TransLink is also investing in our infrastructure to improve the customer experience with the transit system. Highlights for 2014, include:

- Meeting commitments for Evergreen extension contributions.

- Upgrade projects at seven Expo Line SkyTrain stations to improve capacity, accessibility and security for customers and better serve the surrounding communities:

    - We celebrated the completion of Scott Road station improvements in early 2014, which improved customer connections between bus and SkyTrain and enhanced the accessibility of the station.

    - Main Street-Science World Station was 85 per cent complete by the end of 2014, and the east side station house and new bike parkade opened to the public in May 2014. On completion, the upgrades will increase customer capacity, bring the station up to today's accessibility standards, and provide customers a more safe and secure environment.

    - The design contract for Joyce-Collingwood Station upgrade was awarded in early 2014; preliminary design work was completed and the detail design started.

    - The Surrey Central Station scope and conceptual design were finalized in 2014.

    - Metrotown, Commercial/Broadway and New Westminster Stations are currently entering the construction phase and will continue over the next two years.

    - Work on the Expo Line Power Propulsion Upgrade Project continued with power rail replacement completed from New Westminster to Scott Road Station and new equipment installed on ten substations. This will result in a more robust system, with fewer service disruptions, better energy efficiency and greater system capacity.

- The Hamilton Transit Centre was redesigned to accommodate CNG buses. TransLink completed a competitive process to pre-qualify five general contractors. The tender process for Hamilton Transit Centre construction was completed in 2014, and TransLink awarded the construction contract in January 2015.

- Preliminary design, including archaeological, environmental and geotechnical investigations for the Pattullo Bridge deck rehabilitation and seismic improvements, took place in 2014. Rehabilitation work will begin in late 2015 following consultation with municipalities and other stakeholders on a traffic management plan.

- In 2014, TransLink contributed $39 million to Metro Vancouver municipalities to operate, maintain and rehabilitate the regional Major Road Network (MRN 2,300 lane-km in length) through the MRN Operating and Maintenance Program. In addition, through the Major Road Network and Bike (MRNB) Capital Program, TransLink committed $6.7 million to 22 capital improvement road and bike projects in 12 municipalities. These improvement projects to the Major Road Network and the regional bicycle network support the goals and visions within the Regional Transportation Strategy and Regional Cycling Strategy

2. Financial Goal

Objective: ***Manage within our financial framework***

TransLink's financial framework includes managing within the cumulative reserve policy and maintaining a strong credit rating. The 2014 results contributed $22.5 million to the funded reserve and both credit rating agencies reaffirmed our credit ratings as AA Stable (DBRS on Nov 3, 2014) and Aa2 Stable (Moody's on Nov 19, 2014). Moody's noted TransLink's "solid governance and management practices." DBRS also reaffirmed the R-1 (middle) rating on TransLink's Commercial Paper program.

TransLink continues to minimize debt costs through strategic borrowing strategies. On November 20, 2014 TransLink successfully launched a bond issue of $130 million for a term of 10.5 years at an all-in-effective rate of 3.14 per cent. TransLink has now raised more than $1 billion from investors in the capital market since 2010. TransLink's overall debt levels have only increased 0.1 per cent while capital assets have grown 1.4 per cent. Debt ratios remain conservative as a result of maintaining a strong financial framework.

In 2014, TransLink met aggressive targets for efficiencies and explored new revenue opportunities. TransLink is generating additional non-taxation revenue through the Adjacent and Integrated Developments (AID) Program, which supports developers and municipalities in creating transit-oriented communities adjacent to TransLink's infrastructure. The resulting real estate development projects enable TransLink to realize revenues and benefit from infrastructure upgrades by partnering with private industry. There are over 39 AID projects underway.

3. Stakeholder Goal

Objective: ***Increase stakeholder and public confidence in TransLink's ability to efficiently plan, deliver and manage the regional transportation system***

Through 2014, TransLink continued to inform key stakeholders of TransLink projects and service changes through direct meetings and online communication. TransLink's approach is to ensure stakeholders have the information they need to respond to their membership and/or constituents. TransLink aims to provide information that gives factual background and context to TransLink's performance, decisions, and management.

Public Engagement staff also engaged customers, stakeholders and citizens at small and large group sessions in-person and surveys online. Through this process, TransLink obtained valuable feedback on capital projects and plans that helped shape decisions on seven major multi-phase initiatives for a sustainable transportation system in the region. Key projects include:

- Completion of Phase 2 and Phase 3 consultations for the Northeast Sector Area Transit Plan (NESATP). The NESATP outlines a 30-year vision for transit in our Northeast communities and the recommended services and infrastructure priorities for the next ten years

- Three major transit planning service reviews to improve efficiency and effectiveness in Metro Vancouver: Custom Transit Service Review, Downtown Bus Service Review, Service Optimization 2014

- Three major Expo Line SkyTrain Station and Exchange capital projects to meet the needs of the growing region for years to come - Commercial-Broadway Station Phase 2 Upgrades and the 99 B-Line Pilot Queuing Study, Metrotown Station and Exchange Upgrades, and Joyce-Collingwood Station Upgrades

In addition, TransLink participated in 11 community events in 2014 to build awareness and understanding about TransLink and its policies, projects, programs and services in the communities across the region.

In fall 2014, the Mayors' Council proposed a new regional funding source, based on a 0.5 per cent increase to the Provincial Sales Tax, to support their Vision, referred to as the Mayors' Transportation and Transit Plan. Subsequently, the Government of BC approved a question for the vote on transportation and transit funding and set dates for a mail-in ballot plebiscite. TransLink continued to provide technical and planning expertise to support the Mayors' Council plebiscite efforts.

4. People Goal

Objective: ***Actively engage employees to plan, build and operate a sustainable transportation network***

TransLink's first enterprise engagement survey of all employees (exempt and unionized) was completed at the end of 2014, resulting in an enterprise engagement score of 56 per cent. This number now forms the baseline to be used to measure against in future years. Action plans will be developed to address feedback received in the surveys.

TransLink expanded leadership development offerings and corporate wellness initiatives, increased community outreach through job fairs, and implemented a formal mentorship program across the enterprise. These initiatives will help to attract and retain talent in the organization.

5. Internal Effectiveness Goal

Objective: ***Improve efficiency and utilization of our resources***

Translink is always looking for ways to ensure our operations are efficient and cost-effective. In 2014, TransLink put in place several initiatives, including the following highlights:

- Improvements to the delivery of HandyDART service, which reduced the number of denied trips by 60 per cent over the previous year. The use of supplemental taxis lowered overall delivery costs, and enabled TransLink to better meet demand. The decrease in denials resulted in a 63 per cent improvement in service availability related complaints.

- In 2014, 52,000 service hours were reinvested in routes with higher growth and demand. This brings the total service reallocation to over 390,000 service hours from 2010 to 2014. Some changes included fleet conversions to smaller vehicles where feasible.

- Changes in hiring and scheduling practices reduced overtime for Transit Police by $230,000 annually.

- Improving procurement practices and reduced the cost of purchasing goods by $14 million in 2014.

2. Financial and Operating Summary with Update on Efficiencies

Financial Indicators

CONSOLIDATED REVENUES AND EXPENSES Twelve months ending December 31 ($ millions)	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	Year-over-Year Change	Year-over-Year %	2014 BUDGET	Budget Variance Fav/ (Unfav)	Budget Variance %	Compound Annual Growth Rate (CAGR) 2010-2014
Revenue	1,303.3	1,316.0	1,421.5	1,443.6	1,453.8	10.2	0.7%	1,454.6	(0.9)	(0.1%)	2.8%
Expenditures	1,361.9	1,368.5	1,430.8	1,406.8	1,426.9	20.1	1.4%	1,506.5	79.6	5.3%	1.2%
Surplus (deficit) for the year	(58.6)	(52.5)	(9.3)	36.8	26.9	(9.9)	(26.9%)	(51.9)	78.8	152%	

The above chart shows the trend over the last five years. TransLink went from a deficit of $58.6 million in 2010 to a $26.9 million surplus in 2014. The compounded annual growth rate of 1.2 per cent of expenditures is well below inflation. The organization has also cut costs and eliminated waste. Examples of these cost efficiencies include:

- Improved buying practices
- Reduced operating and maintenance costs through scheduling efficiencies and right-sizing fleets
- Reduced overtime and labour costs

TransLink has also put in place efficiencies to increase revenues, including optimizing bus services and generating non-taxation revenue through Adjacent and Integrated Development projects, park and rides and leasing.

The excess of revenues over expenses for 2014 at $26.9 million was $9.9 million less than in 2013, and $78.8 million better than budget.

Revenues were $10.2 million (0.7 per cent) higher than last year, primarily due to a gain on a property transaction, increased transfers from government, and partly offset by reduced revenues from emissions testing. In comparison to the 2014 budget, actual revenues were lower than budget by $0.9 million (0.1 per cent). Transit revenues were $22.4 million (4.3 per cent) lower than budget, offset by increased taxation revenue, the gain on a property transaction and other sources.

Expenses were $20.1 million (1.4 per cent) higher than last year mainly due to contractual labour increases, materials for revenue vehicles, Compass contract costs and contract labour, offset by lower capital infrastructure contributions to municipalities for the Major Road Network and lower lease costs. Compared to budget, expenses were $79.6 million (5.3 per cent) favourable. This includes timing variances for items that will now be spent in 2015 for capital infrastructure contributions to municipalities for the Major Road Network and timing of Compass implementation. Other budget variances include vacancy savings in 2014 and lower amortization and interest costs.

FINANCIAL INDICATORS	2010	2011	2012	2013	2014	Year-over-Year		2014	Budget Variance		Compound Annual Growth Rate
($ thousands)	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	Change	%	BUDGET	Fav/ (Unfav)	%	(CAGR) 2010-2014
Cumulative Funded Surplus [1]	321,976	287,721	294,795	342,702	365,210	22,508	6.6%	253,730	111,480	43.9%	3.2%
Capital Assets [2]	4,497,087	4,426,404	4,385,782	4,451,189	4,511,992	60,803	1.4%	4,843,806	(331,814)	(6.9%)	0.1%
Net debt [3]	1,773,256	1,858,639	1,914,065	1,913,232	1,933,022	19,790	1.0%	2,197,641	264,619	12.0%	2.2%
Deferred concessionaire credits and GEB contractor liability [4]	1,685,485	1,685,702	1,674,959	1,664,001	1,647,044	(16,957)	(1.0%)	1,647,063	19	0.0%	(0.6%)
Total net debt [5]	3,458,741	3,544,341	3,589,024	3,577,233	3,580,066	2,833	0.1%	3,844,704	264,638	6.9%	0.9%
Gross interest cost as a % of operating revenue [6]	13.6%	14.5%	14.3%	13.3%	13.1%	0.2%	1.4%	13.9%	(0.8%)	(5.7%)	(0.9%)

1 The funded surplus as calculated under the SCBCTA Act represents the amount of resources available to fund future operations.

2 2012 and 2013 figure restated for RCRTC capital spares

3 Includes bonds, debentures, capital leases, short-term debt net of sinking funds and debt reserve deposits

[4] Includes deferred concessionaire credits and GEB contractor liability.

[5] Net debt + deferred concessionaire credits and GEB contractor liability.

[6] Operating revenue includes fares, taxation, and GEB toll revenue

TransLink's cumulative funded surplus has increased $22.5 million and Capital Assets have grown by $60.8 million (1.4 per cent) while total net debt only increased by $2.8 million (0.1 per cent).

Operating Indicators

OPERATING INDICATORS Twelve months ending December 31	2010	2011	2012	2013	2014	Year-over-Year		2014	Budget Variance		Compound Annual Growth Rate (CAGR)
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	Change	%	BUDGET	Fav/ (Unfav)	%	2010-2014
Scheduled Transit Service											
Overall Performance Rating (out of 10)	7.6	7.6	7.7	7.6	7.6	0.0	0.0	7.6	0.0	0.0%	0.0%
Service hours	6,382,059	6,310,890	6,335,666	6,211,708	6,256,766	45,058	0.7%	6,248,041	8,725	0.1%	(0.5%)
Total cost recovery	51.2%	51.8%	51.7%	55.6%	53.4%	(2.2%)	(3.9%)	53.6%	(0.2%)	(0.3%)	1.0%
Operating cost per service hour [1]	$121.42	$126.79	$131.20	$133.16	$137.38	$4.22	3.2%	$138.58	$1.20	0.9%	3.1%
Complaints per 1 million boarded passengers	85.9	87.5	82.1	98.0	89.3	(8.7)	(8.9%)	77.2	(12.1)	(15.7%)	1.0%
Operating cost per capacity kilometre [1]	$0.073	$0.075	$0.078	$0.079	$0.082	$0.003	4.3%	$0.082	$0.000	0.0%	2.9%
Access Transit Service											
Number of trips	1,146,736	1,211,442	1,208,917	1,181,369	1,168,861	(12,508)	(1.1%)	1,254,587	(85,726)	(6.8%)	0.5%
Operating cost per trip	$38.33	$37.62	$36.56	$39.91	$40.30	$0.39	1.0%	$38.09	($2.22)	(5.8%)	1.3%
Number of trips denied	13,455	18,189	37,690	42,418	16,869	(25,549)	(60.2%)	37,638	20,769	55.2%	(2.5%)
Complaints per 1 million boarded passengers	883.5	913.4	1,037.8	1,045.2	1,079.7	34.5	3.3%	757.3	(322.4)	(42.6%)	5.1%
Golden Ears Bridge											
Crossings (millions)	8.70	9.79	10.79	11.01	11.70	0.69	6.2%	11.49	0.20	1.8%	7.7%
Average Toll per Crossing	$3.40	$3.45	$3.60	$3.58	$3.56	($0.02)	(0.6%)	$3.45	$0.11	3.2%	1.1%
Ridership (Thousands)											
Boarded passengers (system)	348,660	356,220	363,163	355,160	356,930	1,769	0.5%	368,860	(11,930)	(3.2%)	0.6%
Revenue passengers (system)	218,836	233,269	238,837	233,888	234,625	737	0.3%	241,598	(6,973)	(2.9%)	1.8%
Average fare per revenue passenger (scheduled)	$1.89	$1.86	$1.88	$2.06	$2.05	($0.01)	(0.5%)	$2.09	($0.04)	(2.0%)	2.0%

[1] Includes Bus, Rail and Police operating costs

Scheduled Transit Service (Conventional)

Service hours were slightly higher year over year and more than budgeted in 2014, reflecting one additional weekday service day in 2014 and annualization of the King George B-line launched in the fall of 2013. The timing of a significant number of planned expansion/conversion projects implemented in 2014 also affected the total hours for the year.

Total cost recovery was slightly lower than 2013 due to a slight drop in fare revenue and an increase in operating cost in 2014. The measure was also slightly lower than budget due to slower growth in fare revenues compared to costs.

Operating cost per service hour resulted in a year-over-year increase of 3.2 per cent reflecting contractual service cost increases for Canada Line, community shuttle and Compass, contractual increases in labour, and higher maintenance and material costs to maintain assets in state of good repair resulting from more major repair work. The favourable variance to budget is 0.9 per cent due to efficiency savings in fuel, labour and contracted services, as well as the timing of Compass implementation.

Complaints per million boarded passengers were down in 2014. We received fewer Bus Division operations related complaints in 2014, and fewer policy-related corporate complaints. SkyTrain complaints increased due to the two service disruptions in July.

Operating cost per capacity kilometre is 4.3 per cent higher in 2014, which represents an increase in operating costs as described above and slight drop in capacity kilometres compared to 2013 from better matching service vehicles to demand.

Access Transit Service

Access Transit Service consists of service delivered by HandyDART as well as taxis. In mid 2014, a decision was made to invest $1 million in additional taxi service plus training for drivers. The number of

trips delivered is lower in 2014; however, this is expected to improve significantly with the increase in use of taxis that started in June 2014.

Operating cost per trip increased 1.0 per cent over 2013. The unfavourable budget variance was due to more anticipated trips in 2014.

As of July, HandyDART denials have been averaging fewer than 100 per month, compared to an average of over 2,600 in the first six months of the year. This is a result of the implementation of additional taxi rides for Access Transit customers.

Complaints per 1 million boarded passengers increased 3.3 per cent compared to 2013. Some of the additional taxi funding from TransLink has been put towards safety and service training for taxi companies and other initiatives to ensure customers experience the same level of service regardless of the type of vehicle they are travelling in. This has resulted in an improvement in the taxi complaint ratios; however, the complaint ratio remains significantly higher for trips by taxi than in a HandyDART vehicle. With higher numbers of taxi trips, the overall complaint ratio has grown.

Golden Ears Bridge

Higher traffic volumes are being realized in 2014 over the previous year, as well as what was expected in the budget.

3. Consolidated Statement of Operations Analysis

Consolidated Revenues

CONSOLIDATED REVENUES ($ millions)	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	Year over Year Change	Year over Year %	2014 BUDGET	Budget Variance Fav/ (Unfav)	Budget Variance %	Compound Annual Growth Rate (CAGR) 2010-2014
Taxation	689.9	682.4	714.4	741.3	744.2	2.9	0.4%	736.4	7.8	1.1%	1.9%
Transit	437.9	444.7	460.6	495.6	495.6	0.0	0.0%	518.0	(22.4)	(4.3%)	3.1%
Transfers from Government *	83.4	82.3	85.2	84.6	90.3	5.7	6.7%	88.1	2.1	2.4%	2.0%
Golden Ears Bridge tolls	29.6	33.7	38.9	39.4	41.6	2.2	5.6%	39.6	2.0	5.0%	8.9%
Interest Income	19.9	26.1	31.7	34.2	34.7	0.5	1.6%	34.2	0.5	1.5%	14.9%
Amortization of Deferred Concessionaire Credit	23.1	23.3	23.3	23.3	23.3	(0.0)	(0.1%)	23.3	(0.1)	(0.3%)	0.2%
Emissions Testing	19.5	18.4	20.3	19.6	12.0	(7.6)	(38.5%)	12.8	(0.8)	(6.2%)	(11.3%)
Miscellaneous	0.0	5.0	5.6	5.8	5.6	(0.2)	(3.9%)	2.0	3.5	173.0%	3.7%
Revenue Before Gain/(Loss) on Disposal	1,303.3	1,315.9	1,379.9	1,443.8	1,447.3	3.5	0.2%	1,454.6	(7.3)	(0.5%)	2.7%
Gain on Disposal	0.0	0.2	41.1	(0.2)	6.4	6.6	3318.4%		6.4	0.0%	218.1%
PSAB Total	**1,303.3**	**1,316.1**	**1,421.**	**1,443.6**	**1,453.8**	**10.2**	**0.7%**	**1,454.6**	**(0.9)**	**(0.1%)**	**2.8%**
Funding Adjustments:											
Transfers from Governments	(64.2)	(60.6)	(F.1)	(64.9)	(70.3)	(5.4)	(8.3%)	(68.8)	(1.4)	(2.1%)	2.3%
Interest Income	(17.8)	(22.2)	(27.4)	(28.6)	(29.7)	(1.1)	(4.0%)	(30.1)	0.4	1.2%	13.7%
Amortization of deferred Concessionaire Credit	(23.1)	(23.3)	(23.3)	(23.3)	(23.3)	0.0	0.1%	(23.3)	0.1	0.3%	0.2%
Emissions Testing	(19.5)	(18.4)	(20.3)	(19.6)	(12.0)	7.6	38.5%	(12.8)	0.8	6.2%	(11.3%)
Funded Total	**1,178.7**	**1,191.6**	**1,285.4**	**1,307.1**	**1,318.4**	**11.3**	**0.9%**	**1,319.5**	**(1.1)**	**(0.1%)**	**2.8%**

* Restricted transfers from governments are deferred and recognized as revenue as the related stipulations in the agreement are met. Unrestricted transfers are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Overview

Since 2010, revenue has grown an average of 2.7 per cent, of which taxation represents 1.9 per cent. Revenues for 2014 were $1.45 billion, a $10.2 million (0.7 per cent) increase from 2013 and $0.9 million (0.1 per cent) below budget. The increase over 2013 is a combination of a gain on a property transaction, increase in taxation and toll revenue, increased transfers from government, partly offset by reduced revenues from emissions testing.

In comparison to budget, the variance is due to lower transit revenues offset by a gain on property transaction which was expected to occur in 2013, and higher taxation and toll revenue.

Taxation

TAXATION REVENUES ($ millions)	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	Year-over-Year Change	Year-over-Year %	2014 BUDGET	Budget Variance Fav/ (Unfav)	Budget Variance %	Compound Annual Growth Rate (CAGR) 2010-2014
Fuel	323.2	311.8	335.3	349.1	340.1	(9.0)	(2.6%)	337.8	2.3	0.7%	1.3%
Property & Replacement	289.6	298.1	306.7	316.3	324.5	8.2	2.6%	322.9	1.6	0.5%	2.9%
Parking Rights	58.4	53.7	53.2	56.6	60.0	3.4	6.0%	56.0	4.0	7.1%	0.7%
Hydro Levy	18.6	18.8	19.2	19.3	19.6	0.3	1.4%	19.7	(0.1)	(0.5%)	1.3%
Total Taxation Revenue	**689.8**	**682.4**	**714.4**	**741.3**	**744.2**	**2.9**	**0.4%**	**736.4**	**7.8**	**1.1%**	**1.9%**

As permitted by the *South Coast British Columbia Transportation Authority (SCBCTA) Act*, taxation is one way TransLink raises funds.

Year-over-Year

Fuel tax revenues decreased by $9.0 million (2.6 per cent) compared to 2013. Total net gasoline volumes in TransLink's region reported by the Consumer Taxation Branch (CTB), increased by 5.2 per cent and total net diesel volumes declined by 18.8 per cent. Gasoline represents over 80 per cent of the total fuel tax collected, while diesel is a much smaller portion. Gasoline volumes increased significantly in November and December 2014, with the fall in crude oil prices combined with the strengthening of the US dollar in relation to the Canadian dollar.

Over the past five years, average fuel consumption has grown 1.3 per cent. With more fuel-efficient vehicles on the roads and growth in transit ridership, fuel consumption is expected to be a flat revenue source in the future.

Property tax and replacement tax revenue has a legislated allowable maximum increase of three per cent annually. The increase of $8.2 million over 2013 (2.6 per cent) is lower than three per cent due to adjustments from supplemental rolls being greater than the previous year and payments in lieu less than expected.

Parking rights taxes revenues were $3.4 million (6.0 per cent) higher than 2013. Revenues continue to show positive growth in the amounts remitted by parking vendors. Since 2010, this tax has only grown 0.7 per cent annually.

Actual vs. Budget

Taxation revenues are $7.8 million (1.1 per cent) favourable to budget in 2014, mainly due to fuel and parking rights.

Fuel tax revenues were $2.3 million (0.7 per cent) higher than budget. Recent experience in retail prices and the USD/CAD exchange rate may have contributed to the higher volumes. However, the volatility of this revenue source continues to make it difficult to predict as deliveries of fuel within TransLink's region occur unevenly throughout each month.

Parking rights tax revenues were $4.0 million (7.1 per cent) favourable to budget as higher revenues were remitted by parking vendors, partially as a result of increased parking rates.

Transit Revenues

TRANSIT REVENUES ($ millions)	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	Year-over-Year Change	Year-over-Year %	2014 BUDGET	Budget Variance Fav/ (Unfav)	Budget Variance %	Compound Annual Growth Rate (CAGR) 2010-2014
Farebox	107.8	109.4	109.2	109.3	109.7	0.4	0.4%	72.4	37.4	51.7%	0.4%
Prepaid Fares	236.1	246.9	253.1	275.5	268.5	(7.0)	(2.5%)	326.0	(57.5)	(17.6%)	3.3%
Prepaid Contract	69.2	77.3	86.0	96.4	101.8	5.4	5.6%	104.8	(3.0)	(2.9%)	10.1%
Total Fares	413.0	433.6	448.3	481.2	480.0	(1.2)	(0.3%)	503.2	(23.2)	(4.6%)	3.8%
Other	24.9	11.2	12.3	14.4	15.6	1.2	8.5%	14.8	0.8	5.3%	(11.0%)
Total Transit Revenue	**437.9**	**444.7**	**460.6**	**495.6**	**495.6**	**0.0**	**0.0%**	**518.0**	**(22.4)**	**(4.3%)**	**3.1%**

Year over Year

Since 2010 the transit fare revenue annual growth rate is 3.8 per cent driven by prepaid fares and contract. Transit revenues consist of transit fares and other revenues such as fare infractions, advertising, Park and Ride and property rental.

Transit fares were $1.2 million (0.3 per cent) below the same period in 2013 due to lower use of discounted products, slightly offset by an increase in the U-Pass rate mid-year.

Other transit year-to-date revenues increased by $1.2 million (8.5 per cent) compared to 2013. The increase is attributable to advertising revenue and revenue from TransLink's new initiatives to generate commercial revenue in the areas of wireless and income-producing properties.

Actual vs. Budget

Transit fares were $23.2 million (4.6 per cent) below budget in 2014, primarily because ridership is lower than budgeted. The 2014 budget was developed with preliminary 2013 ridership numbers and actual 2013 ridership numbers were lower than what had been assumed in the budget. Ongoing analysis into the decline in ridership suggests that the 2013 fare increase had a longer lasting effect on ridership than expected. However, current ridership estimates indicate that ridership is recovering. The variance between farebox and prepaid fares is due to the timing of the anticipated shift to Compass.

Transfers from Government

Contributions from senior government continue to be a key source of income for TransLink to support and grow the transportation network and achieve long-term regional transportation goals. The timing of the projects and applicable revenue recognition period affects the variance year-over-year and to budget.

Golden Ears Bridge Tolls

Year over Year

Since 2010, Golden Ears Bridge revenue has grown 8.9 per cent; however, it still performs below the original business case. Year-over-year toll revenue increased $2.2 million (5.6 per cent) over 2013. Crossings grew by 6.2 per cent over 2013 and a legislated inflationary toll rate adjustment went into, effect on July 15.

Actual vs. Budget

Total toll revenue for 2014 was $2 million (5 per cent) above budget. More vehicles crossed the Golden Ears Bridge than projected due in part to the end of the introductory toll discounts on the Port Mann Bridge. Higher than expected average toll rates were also achieved.

Interest Income

Year-over-Year

Total interest income was 1.6 per cent higher than the prior year due to higher sinking fund investment balances.

Interest income has been rising over the last five years because sinking fund balances, used to retire future maturing debt, have increased over time.

Actual vs. Budget

Interest income for the twelve months to December 31, 2014 is consistent with budget.

Emissions Testing

Revenue from the AirCare program was $7.6 million (38.5 per cent) below 2013, due to a fee reduction that started in 2014 in anticipation of the program ending on December 31, 2014.

Revenues were $0.8 million unfavourable to budget.

Funding Adjustments

Funding adjustments are the changes required to the income statement to calculate the cumulative funded surplus under the SCBCTA Act. The cumulative funded surplus is defined as the amount of resources available to fund future operations.

Expenses by Segment

CONSOLIDATED EXPENSES BY SEGMENT ($ millions)	2010 * ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	Year-over-Year Change	Year-over-Year %	2014 BUDGET	Budget Variance Fav/ (Unfav)	Budget Variance %	Compound Annual Growth Rate (CAGR) 2010-2014
AirCare	18.5	18.7	17.4	16.2	15.8	(0.4)	(2.4%)	16.9	1.1	6.2%	(3.9%)
Bus Division	593.3	607.1	624.1	618.8	633.2	14.4	2.3%	641.1	8.0	1.2%	1.6%
Corporate Operations	54.9	50.2	57.4	61.9	67.2	5.3	8.5%	74.9	7.7	10.3%	5.2%
Rail Division	208.4	225.7	239.5	238.7	255.6	16.9	7.1%	256.3	0.7	0.3%	5.2%
Roads & Bridges	120.9	97.9	118.5	93.5	83.6	(9.9)	(10.6%)	110.3	26.7	24.2%	(8.8%)
Transit Police	28.3	27.4	28.4	30.6	34.3	3.7	12.2%	32.2	(2.2)	(6.7%)	5.0%
Amortization of Capital Assets**	153.0	161.2	164.0	166.8	161.5	(5.3)	(3.2%)	165.8	4.4	2.6%	1.4%
Interest **	159.9	171.6	177.7	172.9	171.1	(1.8)	(1.0%)	182.6	11.5	6.3%	1.7%
Provision for Asset Valuation	11.3	3.2	0.0	1.9	0.0	(1.9)	(100.0%)	0.0	0.0	0.0%	(100.0%)
Sub Total Continuing Operations	1,348.5	1,363.0	1,426.9	1,401.3	1,422.3	21.0	1.5%	1,480.0	57.8	3.9%	1.3%
Corporate - onetime	13.4	5.5	3.8	5.5	4.6	(0.9)	(16.3%)	26.5	21.8	82.5%	(23.2%)
PSAB Total	1,361.9	1,368.5	1,430.8	1,406.8	1,426.9	20.1	1.4%	1,506.5	79.6	5.3%	1.2%
Funding Adjustments:											
AirCare	(18.5)	(18.7)	(17.4)	(16.2)	(15.8)	0.4	2.4%	(16.9)	(1.1)	(6.2%)	(3.9%)
Corporate Operations	(0.1)	-	-	(0.3)	(0.9)	(0.6)	(209.7%)	(0.1)	0.8	819.8%	74.6%
Roads & Bridges	(74.6)	(48.8)	(66.3)	(52.4)	(44.0)	8.4	16.1%	(64.6)	(20.7)	(32.0%)	(12.4%)
Amortization of Capital Assets	(154.1)	(152.5)	(155.0)	(159.7)	(153.6)	6.1	3.8%	(152.8)	0.8	0.5%	(0.1%)
Interest	(66.6)	(66.1)	(66.0)	(67.1)	(67.6)	(0.5)	(0.8%)	(68.3)	(0.7)	(1.0%)	0.4%
Debt Repayment Reserves	2.2	14.8	18.2	19.4	22.6	3.2	16.6%	27.6	5.0	18.0%	79.1%
Principle Repayments	80.5	80.5	78.6	72.8	66.3	(6.4)	(8.8%)	67.3	1.0	1.5%	(4.7%)
GEB Capital Payments	30.4	47.5	54.3	54.8	62.0	7.2	13.2%	61.9	(0.1)	(0.2%)	19.5%
In-house Insurance (TPCC)	3.0	0.6	1.0	1.1	0.0	(1.1)	(100.0%)	0.0	0.0	0.0	(100.0%)
Funded Total	1,164.1	1,225.8	1,278.3	1,259.2	1,295.9	36.8	2.9%	1,360.7	64.8	4.8%	2.7%

* The 2010 amounts include adjustments resulting from the transition to PSAB standards

** Shown as a separate line to help facilitate analysis of debt service costs as GAAP statements allocate these amounts to the various segments

Year over Year

The annual growth rate of expenditures since 2010 is 1.2 per cent, well below inflation, with the lowest growth in the Bus Division. Expenses for 2014 were $20.1 million (1.4 per cent) higher than 2013. The main increases were in transit operations, driven by service delivery, contractual labour increases, maintenance and repair costs, and higher prices for diesel, hydro and Canada Line performance payments.

Bus Division operating expenditures are $14.4 million (2.3 per cent) higher than 2013. Labour and other contractual and economic increases were partially offset by ongoing savings from cost-efficiency initiatives implemented in late 2013. Fuel costs were higher due to increased diesel prices while insurance was lower. Maintenance materials were higher in 2014 due to increased major repairs on engines and trolley batteries, inflation, US exchange rate and inventory adjustments. Service levels are slightly higher in 2014 mainly due to the full year impact of the King George B-Line service launched in September 2013 along with other scheduling adjustments and service improvements.

Total expenditures have increased $39.9 million (or 1.6 per cent annually) from 2010 to 2014, primarily due to increased bus revenue service hours and kilometres, contractual labour increases, increased employer paid benefit costs, higher fuel prices and insurance rates, and general economic and contractual increases for goods and services costs. Over this period CMBC has undertaken scheduling efficiency and service optimization initiatives to improve bus service productivity, including reducing non-revenue hours and converting some service to lower-cost fleet vehicles. CMBC has also implemented cost-efficiency initiatives to reduce or eliminate administrative costs and manage workforce levels. CMBC has also decreased the number of spare buses by not replacing retired fleet,

which reduces maintenance-related costs. Energy efficiencies include undertaking a very successful vehicle idling reduction program to reduce fuel consumption, with annual savings of $750,000 and implementing a PowerSmart energy efficiency program with initiatives to reduce facility lighting and heating utility costs by over 5 per cent.

These initiatives have created operating savings of over $25 million in 2013 and 2014 plus additional savings on avoided fleet capital investments, debt servicing costs, and other operational requirements.

Corporate Operations expenses were $5.3 million (8.5 per cent) higher in 2014. The increase is due to contractual labour increases, five IT positions transferred from the rail division, higher computers and systems costs due to new software licenses ($1.3 million), additional network data link costs ($0.6 million), and contract services related to the Compass system. These increases were partially offset by lower rental costs due to a 2013 provision for the Gateway sublease.

Rail Division 2014 operating costs were $16.9 million (7.1 per cent) higher than 2013. This increase is a result of additional escalator and other state of good repair costs, higher staffing levels and overtime costs, particularly the overtime associated with increased front-line staffing levels in the latter part of 2014, additional crewing costs of West Coast Express, and increased contractual rates for Canada Line and diesel and hydro costs.

Rail division operating costs increased from $208.4 million in 2010 to $255.6 million in 2014 or $47.2 million over 2014 results. The increase was primarily a result of inflationary increases on Canada Line contractual payments and additional costs incurred to maintain aging infrastructure. The new MKII vehicles were introduced in 2010 and were under warranty for one year.

Roads and bridges spending in 2014 was $9.9 million (10.6 per cent) lower than 2013, mainly due to lower capital infrastructure contributions being provided to municipalities in the year and lower spending on feasibility studies. Some capital infrastructure contributions have a four-year period in which they can be spent resulting in varying contributions year over year. In addition, a re-organization within the Engineering division has resulted in lower staffing levels allocated to the roads and bridges area in 2014.

Transit Police expenses were up $3.7 million (12.2 per cent) from last year, mainly due to the signing of a collective agreement going back to 2011 and filling vacant positions. The new collective agreement will result in annual savings of $0.8 million in benefit costs from the elimination of some benefits. Offsetting this increase is lower overtime costs of $0.2 million, lower maintenance and material costs due to deferral of the purchase of police equipment in 2014, lower professional and legal costs of $0.1 million due to less legal costs for the indemnification of police officers and lower administration costs of $0.1 million.

Interest expense was $1.8 million (1.0 per cent) lower than 2013 due to debt renewals at lower interest rates.

Amortization expense decreased by $5.3 million (3.2 per cent) compared to the prior year mainly due to the accelerated amortization of ticket vending machines in 2013.

Corporate onetime expenses were $0.9 million (16.3 per cent) lower in 2014. Onetime expenses included $3 million for Compass and $1.5 million related to the development of the Mayors' Vision.

Actual vs. Budget

Bus Division

Operating expenditures are $8.0 million (1.2 per cent) favourable to budget. Labour costs are unfavourable due to higher than planned overtime, operator sick leave, higher employee future benefits and contract settlements, partially offset by savings from temporary staff vacancies and additional external wage recoveries. Operator overtime was higher due to coverage for attendees at Compass training and resources used in acting programs for supervisory and support positions. Fuel and insurance costs are favourable due to fewer service kilometres and lower diesel prices and vehicle insurance rates. The professional and legal favourable variance is primarily due to the delayed implementation of planned activities. Fare media costs were favourable due to the timing of Compass implementation. The 2014 budget incorporated the financial impacts of all the efficiency initiatives and workforce adjustments implemented in 2012 and 2013.

Corporate operations expenses were $7.7 million (10.3 per cent) lower than budget. Compass operations related costs were $9.8 million lower than budget due to the timing of the implementation schedule. Computer software and licenses, network data link and phone systems were over budget in 2014. Commissioner costs were eliminated in 2014 as this function was transferred to the Mayors' Council. Salaries are lower due to an average of 27 vacancies throughout the year. Salary capitalizations were higher than budget due to more employees working on capital projects.

Rail Division 2014 operating costs were $0.7 million (0.3 per cent) lower than budget. This favourable variance was primarily from favourable property insurance rates, lower than expected WCE crewing costs, the transfer of fare collection administrative costs to TransLink, a retroactive credit on CP Rail land leases, lower than budgeted inflationary increases on Canada Line performance payments and the timing of the fare gate project. These variances were offset by increases related to the ratified collective agreement and the corresponding retroactive payments, additional overtime, including that related to additional staffing from August to December to ensure staff readiness to act should an emergency shutdown recur, additional state of good repair costs and unbudgeted West Coast Express crew mobilization costs.

Roads and bridges were under budget by $26.7 million (24.2 per cent) mainly due to less capital infrastructure contributions work being completed by the municipalities. In addition, there was a $4 million operations and maintenance amount budgeted which was transferred to the capital budget at the request of the municipalities. Lower spending on feasibility studies was also realized.

Transit Police costs were $2.2 million (6.7 per cent) unfavourable for the year mainly due to the signing of a collective agreement going back to 2011. Excluding the impact of the collective agreement there would have been a favourable variance due to lower lease and radio communication equipment.

Amortization of capital assets was $4.4 million (2.6 per cent) below budget primarily due to the timing of project capitalizations.

Interest expense was lower than budget due to lower than anticipated borrowing requirements and lower interest rates. Interest expense has increased slightly over the past five years. The increase of outstanding debt since 2010 has caused interest expenses to rise, but this has been partially offset by lower borrowing rates.

Corporate onetime expenses were $21.8 million (82.5 per cent) lower than budget in 2014. Unused contingency accounted for $12.4 million of the favourable variance while Compass onetime costs were $8.0 million favourable due to the timing of project implementation.

Expenses by Category

CONSOLIDATED EXPENSES BY CATEGORY ($ millions)	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 * ACTUAL	2014 ACTUAL	Year-over-Year Change	Year-over-Year %	2014 BUDGET	Budget Variance Fav/ (Unfav)	Budget Variance %	Compound Annual Growth Rate (CAGR) 2010-2014
Administration	22.6	22.3	23.3	24.3	27.6	3.3	13.6%	31.5	3.9	12.3%	5.1%
AirCare	18.5	18.7	17.4	16.2	15.8	(0.4)	(2.4%)	16.9	1.1	6.2%	(3.9%)
Amortization of Capital Assets	157.7	161.2	163.8	166.8	161.5	(5.3)	(3.2%)	165.8	4.4	2.6%	0.6%
Capital Infrastructure contributions	74.6	48.8	66.3	52.4	44.0	(8.4)	(16.1%)	64.6	20.7	32.0%	(12.4%)
Contracted Services	171.1	188.8	188.2	189.2	197.8	8.6	4.5%	203.1	5.3	2.6%	3.7%
Fuel and Power	55.3	60.5	66.9	68.8	70.2	1.4	2.1%	73.3	3.1	4.2%	6.2%
Insurance	15.7	17.1	17.9	17.5	18.7	1.2	7.0%	21.3	2.6	12.2%	4.5%
Interest	159.9	171.6	177.7	172.9	171.1	(1.8)	(1.0%)	182.6	11.5	6.3%	1.7%
Maintenance, Materials and Utilities	101.9	102.7	113.9	102.2	113.1	10.9	10.7%	114.7	1.6	1.4%	2.6%
Professional and Legal	8.4	14.4	18.7	13.8	12.1	(1.7)	(12.3%)	16.9	4.8	28.2%	9.5%
Rentals, Leases and Property Tax	38.0	34.6	38.3	45.7	40.0	(5.7)	(12.5%)	40.4	0.5	1.1%	1.3%
Salaries, Wages and Benefits	513.4	519.1	534.6	529.7	550.4	20.7	3.9%	548.9	(1.5)	(0.3%)	1.8%
Provision for Asset Valuation	11.3	3.2	0.0	1.9	0.0	(1.9)	(100.0%)	0.0	0.0	0.0%	(100.0%)
Sub Total Continuing Operations	1,348.5	1,363.0	1,426.9	1,401.3	1,422.3	21.0	1.5%	1,480.0	57.7	3.9%	1.3%
Corporate - onetime	13.4	5.5	3.8	5.5	4.6	(0.9)	(16.3%)	26.5	21.8	82.5%	(23.2%)
PSAB Total	1,361.9	1,368.5	1,430.8	1,406.9	1,426.9	20.1	1.4%	1,506.5	79.6	5.3%	1.2%
Funding Adjustments:											
AirCare	(18.5)	(18.7)	(17.4)	(16.2)	(15.8)	0.4	2.4%	(16.9)	(1.0)	(6.0%)	(3.8%)
Gov. Funding Admin/Non-capitalizable	(0.1)	0.0	0.0	(0.3)	(0.9)	(0.6)	(209.7%)	(0.1)	0.8	819.8%	74.6%
Capital Infrastructure contributions	(74.6)	(48.8)	(66.3)	(52.4)	(44.0)	8.4	16.1%	(64.6)	(20.7)	(32.0%)	(12.4%)
Amortization of Capital Assets	(154.1)	(152.5)	(154.9)	(159.7)	(153.6)	6.1	3.8%	(152.8)	0.8	0.5%	(0.1%)
Interest	(66.6)	(66.1)	(66.0)	(67.1)	(67.6)	(0.5)	(0.8%)	(68.3)	(0.7)	(1.0%)	0.4%
Debt Repayment Reserves	2.2	14.8	18.2	19.4	22.6	3.2	16.6%	27.6	5.0	18.0%	79.1%
Principle Repayments	80.5	80.5	78.6	72.8	66.3	(6.4)	(8.8%)	67.3	1.0	1.5%	(4.7%)
GEB Capital Payments	30.4	47.5	54.3	54.8	62.0	7.2	13.2%	61.9	(0.1)	(0.2%)	19.5%
In-house Insurance (TPCC)	3.0	0.6	1.0	1.1	0.00	(1.1)	(100.0%)	0.0	0.0	0.0%	(100.0%)
Funded Total	1,164.1	1,225.8	1,278.3	1,259.2	1,295.9	36.8	2.9%	1,360.7	64.7	4.8%	2.7%

* 2013 figures have been restated to reflect impact of corporate re-organizations and to correct presentation

Year over Year

Administration expenses increased $3.3 million (13.6 per cent) over the prior year mainly due to increases in computers and systems costs.

Amortization expense decreased by $5.3 million (3.2 per cent) compared to the prior year mainly due to the accelerated amortization of ticket vending machines in 2013.

Capital infrastructure expenses were $8.4 million (16.1 per cent) lower in 2014 due to the timing of when municipalities schedule and complete the work. Some contributions have a four-year timeline for the work to be completed.

Contracted services were $8.6 million (4.5 per cent) higher in 2014. Contractual increases for Canada Line, additional expenses for the mobilization of a new train crew for West Coast Express, contracted bus service and Compass operations were the main drivers of the increase.

Maintenance, materials and utilities increased by $10.9 million (10.7 per cent) over 2013, mainly due to increased major repairs on buses, escalator repairs and other state of good repair activities at the Rail division.

Rentals, leases and property taxes are $5.7 million (12.5 per cent) lower in 2014 as the 2013 costs included a provision for the Gateway sublease.

Salaries, wages and benefits were $20.7 million (3.9 per cent) higher than 2013 due to contractual increases and additional positions within the Rail division to improve SkyTrain resiliency.

Actual vs. Budget

Consolidated expenses by category for continuing operations were $57.7 million (3.9 per cent) favourable to budget in 2014. Capital infrastructure contributions to municipalities were $20.7 million (32 per cent) favourable due to the timing of scheduled work in municipalities and were largely out of TransLink's control. Interest expense was $11.5 million (6.3 per cent) favourable to budget, due to lower than anticipated borrowing requirements and lower interest rates. Contracted services were $5.3 million (2.6 per cent) under budget, due to the timing of Compass implementation. Professional and legal expenses were $4.8 million (28.2 per cent) lower than budget mainly due to less than expected spending on feasibility studies. Amortization of capital assets was $4.4 million (2.6 per cent) below budget primarily due to the timing of project capitalizations. Administration expenses were $3.9 million (12.3 per cent) under budget due to lower fare media expenses related to the timing of Compass implementation. These costs were partly offset by unfavourable computers and systems costs related to higher rates, additional systems and licence fees.

Corporate onetime expenses were $21.8 million (82.5 per cent) lower than budget in 2014. Unused contingency accounted for $12.4 million of the favourable variance while Compass onetime costs were $8.0 million favourable due to the timing of project implementation.

Capital Projects

Description ($ thousands)	Number of Projects	Current Budget	2014 Actual	Final Forecast	Variance to Current Budget	Senior Government Funding (Committed)
Total of all Active Projects (including Substantially Complete) and Approved in Principle (AIP) Projects as at Jan 01, 2014	**213**	**2,232,638**	**472,105**	**2,209,960**	**22,678**	**848,796**
Add: Adhoc Projects	10	29,977	3,712	29,473	504	14,058
Less: Projects Closed during 2014	(36)	(134,228)	(23,178)	(126,715)	(7,513)	(29,486)
Budget Changes	(7)	(2,012)	0	(2,012)	0	5,644
AiP Projects Cancelled in 2014	(28)	(19,484)	(12,006)	(19,484)	0	0
Substantially Complete	(54)	(820,266)	(19,944)	(804,242)	(16,024)	(332,874)
Actual Costs and Forecast Changes		0	(228,023)	(8,188)	8,188	0
Total Capital Program (excl Substantially Complete)	**98**	**1,286,625**	**192,666**	**1,278,792**	**7,833**	**506,138**
Active Projects (excl Substantially Complete):	76	1,245,004	192,666	1,237,171	7,833	497,638
AiP Projects as on December 31 2014:	22	41,621	0	41,621	0	8,500
Total Capital Program (excl Substantially Complete)	**98**	**1,286,625**	**192,666**	**1,278,792**	**7,833**	**506,138**

As at December 31, 2014, the capital program, excluding substantially complete projects, consisted of 98 projects valued at $1.29 billion. A total of 54 projects with a current budget of $820.3 million were deemed substantially complete and were in the final stages of project activity, with approximately $9.2 million remaining to be spent.

Closed Projects

A total of 36 projects with an aggregate cost of $126.7 million and an aggregate current budget of $134.2 million were completed and closed up to December 31, 2014. These projects had a total favourable variance of $7.5 million.

The following completed projects helped better facilitate passenger circulation:

- Fare Gate Wayfinding Upgrade - Expo Line
- Broadway SkyTrain Station Upgrade - Phase 1

The following completed projects replaced aging assets to ensure continuous and safe operations:

- Marine Drive Trolley Overhead Extension
- Expo Line Switch Control RCI
- 2012 HandyDart Vehicle Replacements
- CCTV Cameras on Buses

TransLink regularly monitors the budgeted contingencies to ensure levels are appropriate. Of the projects closed in 2014, contingency made up 10.2 per cent of the total budget and 7.7 per cent was utilized.

Cancelled Projects

A total of 28 projects with Approved in Principle (AiP) and an aggregate budget of $19.5 million were cancelled from the 2014 capital program. A majority of these projects were reviewed, prioritized, and cancelled to proactively manage costs, align strategic priorities and optimally utilize limited resources.

Substantially Complete Projects

A total of 54 projects with a total forecasted cost of $804.2 million and an aggregate current budget of $820.3 million were deemed substantially complete and in the final stages of project activity, with approximately $9.2 million remaining to be spent. The total expected favourable variance for these projects is $16 million or 2 per cent.

Active Projects (excluding substantially complete)

Description ($ thousands)	Number of Projects	Current Budget	2014 Actual	Final Forecast	Variance to Current Budget	Government Funding
Equipment	12	10,843	2,461	10,012	831	-
Facilities	7	144,585	10,769	144,310	275	84,978
Infrastructure	30	499,081	66,348	498,218	863	250,882
Major Construction	1	402,841	88,401	402,445	396	-
Technology Applications	10	14,991	3,854	14,581	410	-
Vehicle - Non Revenue	5	2,391	-	2,198	193	-
Vehicle - Revenue	11	170,272	20,834	165,406	4,866	161,778
Total	**76**	**1,245,004**	**192,666**	**1,237,171**	**7,833**	**497,638**

As at December 31, 2014, there were 76 active projects with a current budget of $1.2 billion. The forecasted active project variance was $7.8 million or 0.6 per cent. The following is a summary of forecasted active project variances exceeding $0.5 million.

Vehicle Revenue: Variance of $4.9 million or 2.9 per cent of the related current budget

The major components of this variance are:

- 2014 Conventional Bus Replacement project is under budget by $3.9 million as a result of favourable currency exchange rates
- Decreasing costs of CNG buses relative to prior procurements.

Funds are expected to be returned to the capital project envelope upon completion of an upcoming Project Change Authorization (PCA) to reduce the budget.

Approval in Principle Projects

For the year ending December 31, 2014, there were twenty-two projects that had not yet been initiated with a total Approval in Principle (AiP) aggregate budget of $41.6 million. Projects with notable budgets include Replacement of Platform LEDs ($11.8 million), Automatic Train Control Existing Equipment Replacement ($6.5 million), and Surrey Transit Centre Compressed Natural Gas Facility Retrofit ($5 million).

Remaining projects not yet initiated at the end of Q4 include TransLink division projects such as the various information technology/information systems replacement/enhancement projects totaling $4.6 million; Rail division projects such as rail infrastructure, train control, elevator/escalator and equipment replacements to maintain state of good repair totaling $5.7 million; and Bus division projects such as facilities and infrastructure improvements, fleet replacements, and technology upgrades totaling $8 million.

5. Changes in Financial Position

FINANCIAL ASSETS As at December 31, 2014 ($ thousands)	Actual 2014	Actual 2013	Change	%
Accounts receivable	$ 102,644	$ 97,103	$ 5,541	5.7%
Restricted cash and investments	361,509	420,681	(59,172)	(14.1%)
Investments	147,717	83,787	63,930	76.3%
Assets held for sale	4,868	14,164	(9,296)	(65.6%)
Debt reserve deposits	36,104	39,677	(3,573)	(9.0%)

Accounts receivable increased $5.5 million primarily due to a combination of BC Bus Pass receivables and Golden Ears Bridge tolls.

Restricted cash and investments represent unspent government transfers, self-administered sinking funds and funds set aside to pay off the Municipal Financing Authority (MFA) debt. The decrease of $59.2 million is primarily due to $44.4 million of capital purchases funded by the federal gas tax program and $34.2 million used to pay off MFA debt offset by an increase of $19.4 million in self-administered sinking funds.

Investments increased by $63.9 million primarily due to cash being invested in short term term deposits and money market instruments.

The net change in the asset held for sale of $9.3 million represents the disposal of a real estate property, offset by one additional real estate property held for sale.

During the year $4.7 million of debt reserve deposits were refunded upon a portion of the MFA debt being repaid offset by $1.1 million of interest earned on the deposits.

LIABILITIES As at December 31, 2014 ($ thousands)	Actual 2014	Actual 2013	Change	%
Accounts payable and accrued liabilities	$ 234,446	$ 235,987	$ (1,541)	(0.7%)
Debt	2,045,356	2,043,949	1,407	0.1%
Deferred government transfer	1,201,165	1,238,101	(36,936)	(3.0%)
Golden Ears Bridge contractor liability	1,051,375	1,045,059	6,316	0.6%
Deferred concessionaire credits	595,669	618,942	(23,273)	(3.8%)
Employee future benefits	99,875	89,082	10,793	12.1%
Deferred lease inducements	13,021	12,984	37	0.3%

The net decrease in deferred government transfers of $36.9 million is primarily due to revenue recognized of $70.3 million offset by the receipts of $28.9 million of Build Canada Funding and $4.4 million of interest earned.

The Golden Ears Bridge contractor liability increased, as interest expense exceeds the payments in early years. The liability is set up so that principal payments commence during 2015.

Deferred concessionaire credits represent the funding provided by the Canada Line Concessionaire. This balance is amortized to income on a straight-line basis over the operating term of the concessionaire agreement, which will expire in July 2040.

Employee future benefits, which represent post-retirement and post-employment benefits, has increased by $10.8 million primarily due to the estimated current service cost and related interest. The post-retirement portion of this liability will draw down upon retirement of the employees.

NON-FINANCIAL ASSETS As at December 31, 2014 ($ thousands)	Actual 2014	Actual 2013	Change	%
Tangible capital assets	$ 4,511,992	$ 4,451,189	$ 60,803	1.4%
Supplies inventory	51,266	46,869	4,397	9.4%
Prepaid expenses	12,516	9,315	3,201	34.4%

Tangible capital assets increased by $60.8 million primarily as a net result of $228.4 million in additions offset by amortization of $161.5 million and a $4.9 million transfer to "asset held for sale".

Inventory increased by $4.4 million primarily due to $2.6 million of fare media and $1.6 of bus related supplies inventory.

Prepaids increased by $3.2 million primarily due to a combination of an increase in prepaid insurance, Information Technology related fees, a deposit with Pacific Blue Cross and a prepayment of January Medical Service Plan premiums.

Cash Flows and Liquidity

The cash and near cash position declined as some cash was invested in short term deposits. The following table shows TransLink's unrestricted cash and near cash equivalent investments, including money market mutual funds.

CASH AND NEAR CASH As at December 31, 2014 ($ thousands)	December 31, 2014	December 31, 2013	Change
Cash	$ 165,605	$ 247,758	$ (82,153)
Investments – unrestricted (near cash equivalent) *	63,131	61,539	1,592
	$ 228,736	$ 309,297	$ (80,561)

* Money Market Mutual Funds

TransLink's liquidity position is further supported by a $500 million commercial paper program, of which only $90 million is outstanding at year-end.

Debt

FINANCING As at December 31, 2014 ($ thousands)	December 31 2014	Percent of Total	December 31 2013	Percent of Total	Change
Direct Debt	$ 2,045,356		$ 2,043,949		$ 1,407
Less: Restricted Investments:					
- Self-administered sinking funds	(76,230)		(56,847)		(19,383)
- Funds set aside to repay MFA Debt	-		(34,193)		34,193
Less: MFA DRF	(36,104)		(39,677)		3,573
Net Direct Debt	**$ 1,933,022**	**40.4%**	**$ 1,913,232**	**39.7%**	**$ 19,790**
GEB	1,051,375		1,045,059		6,316
DCC - Canada Line	595,669		618,942		(23,273)
Indirect P3 Debt	**$ 1,647,044**	**34.4%**	**$ 1,664,001**	**34.6%**	**$ (16,957)**
Subtotal Net Direct Debt and Indirect P3 Debt	**$ 3,580,066**		**$ 3,577,233**		**$ 2,833**
Deferred government transfers	**$ 1,201,165**	**25.1%**	**$ 1,238,101**	**25.7%**	**$ (36,936)**
Total	$ 4,781,231	100.0%	$ 4,815,334	100.0%	$ (34,103)

TransLink's debt management policy includes self-imposed debt coverage and debt service coverage limits. TransLink continues to remain within these limits.

TransLink currently has three main sources of financing its assets: net direct debt, indirect Public Private Partnership (P3) debt and senior government contributions. The latter is represented on the balance sheet as deferred government transfers. Net Direct Debt and Indirect P3 Debt were both relatively unchanged and constitutes approximately 40 per cent and 34 per cent of TransLink's debt capital.

Maintaining a high-quality credit rating is essential to ensure that TransLink can continue to access capital markets in the most cost-effective basis. The following table summarizes TransLink's current credit ratings and outlooks.

CREDIT RATING				
As at December 31, 2014	Commercial	Senior	General	
Agency	Paper	Debt	Obligation	Outlook
DBRS Limited	R-1 mid	AA	AA	Stable
Moody's Investors Service	Not Rated	Aa2	Aa2	Stable

Schedule 1: Consolidated Financial Statements

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
Consolidated Statement of Financial Position
(in thousands of dollars)

Year ended December 31, 2014, with comparative information for December 31, 2013

	December 31 2014	December 31 2013
FINANCIAL ASSETS		
Cash and cash equivalents	$ 165,604	$ 247,758
Accounts receivable	102,644	97,103
Restricted cash and investments	361,509	420,681
Investments	147,717	83,787
Assets held for sale	4,868	14,164
Debt reserve deposits	36,104	39,677
	818,446	903,170
LIABILITIES		
Accounts payable and accrued liabilities	234,446	235,987
Debt	2,045,356	2,043,949
Deferred government transfer	1,201,165	1,238,101
Golden Ears Bridge contractor liability	1,051,375	1,045,059
Deferred concessionaire credit	595,669	618,942
Employee future benefits	99,875	89,082
Deferred lease inducements	13,021	12,984
	5,240,907	5,284,104
NET DEBT	(4,422,461)	(4,380,934)
NON-FINANCIAL ASSETS		
Tangible capital assets	$ 4,511,992	$ 4,451,189
Supplies inventory	51,266	46,869
Prepaid expenses	12,516	9,315
	4,575,774	4,507,373
Accumulated Surplus	$ 153,313	$ 126,439

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
Consolidated Statement of Operations
(in thousands of dollars)

Year ended December 31, 2014, with comparative information for December 31, 2013

	2014 Budget	2014 Actual	2013 Actual
Revenue:			
Taxation	$ 736,396	$ 744,157	$ 741,307
Transit	517,999	495,609	495,575
Golden Ears Bridge tollings	39,648	41,623	39,421
Emissions testing	12,846	12,047	19,619
Government transfers	88,147	90,291	84,558
Amortization of deferred concessionaire credit	23,337	23,273	23,273
Interest income	34,231	34,739	34,208
Miscellaneous revenue	2,042	5,576	5,771
Gain (loss) on disposal of tangible capital assets	-	6,437	(167)
	1,454,646	1,453,752	1,443,565
Expenses:			
AirCare	16,859	15,806	16,163
Bus division	785,440	764,137	751,931
Corporate	112,182	85,213	80,445
Rail division	348,889	345,290	336,368
Roads & Bridges	210,969	182,074	191,269
Transit Police	32,206	34,358	30,624
	1,506,545	1,426,878	1,406,800
Surplus (deficit) for the year	(51,899)	26,874	36,765
Accumulated surplus, beginning of year	57,996	126,439	89,674
Accumulated surplus, end of year	$ 6,097	$ 153,313	$ 126,439

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
Consolidated Statement of Changes in Net Debt
(in thousands of dollars)

Year ended December 31, 2014, with comparative information for December 31, 2013

	2014 Budget	2014 Actual	2013 Actual
Surplus (deficit) for the year	$ (51,899)	$ 26,874	$ 36,765
Acquisition of tangible capital assets	(488,859)	(228,413)	(248,296)
Amortization of tangible capital assets	165,830	161,472	166,783
(Gain) loss on disposal of tangible capital assets	-	(6,437)	167
Net proceeds (costs) from disposal of capital assets	-	7,707	(167)
Transfer to assets held for sale	-	4,868	14,164
Write-down of tangible capital assets	-	-	1,942
	(323,029)	(60,803)	(65,407)
Change in supplies inventory	(1,169)	(4,397)	(3,497)
Change in prepaid expenses	(260)	(3,201)	(884)
	(1,429)	(7,598)	(4,381)
Increase in net debt	(376,357)	(41,527)	(33,023)
Net debt, beginning of year	(4,510,444)	(4,380,934)	(4,347,911)
Net debt, end of year	$ (4,886,801)	$ (4,422,461)	$ (4,380,934)

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
Consolidated Statement of Cash Flows
(in thousands of dollars)

Year ended December 31, 2014, with comparative information for December 31, 2013

		2014	2013
Cash provided by (used for):			
Operating Transactions:			
Surplus for the year	$	26,874	$ 36,765
Non-cash charges to operations		68,811	94,324
Net proceeds from disposal of assets held for sale		14,164	-
Changes in non-cash operating working capital		(3,887)	29,677
Net change in cash from operating transactions		105,962	160,766
Capital Transactions:			
Purchase of capital assets		(132,587)	(139,633)
Purchase of capital assets funded by government transfers		(95,826)	(108,663)
Net proceeds (costs) from disposal of capital assets		7,707	(167)
Net change in cash from capital transactions		(220,706)	(248,463)
Investing Transactions:			
Decrease (increase) in restricted cash and investments		59,172	(60,785)
(Increase) decrease in investments		(63,930)	30,484
Decrease in debt reserve deposits		3,573	1,586
Net change in cash from investing transactions		(1,185)	(28,715)
Financing Transactions:			
Debt proceeds		131,901	152,375
Issue costs on financing		(1,273)	(1,287)
Repayments of debt		(130,698)	(151,034)
Government transfers received for capital additions		33,323	165,118
Lease inducements received		522	11,905
Net change in cash from financing transactions		33,775	177,077
(Decrease) increase in cash		(82,154)	60,665
Cash, beginning of year		247,758	187,093
Cash, end of year	$	165,604	$247,758
Supplementary information:			
Interest paid	$	171,621	$165,155

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
Segment Report

Year ended December 31, 2014, with comparative for 2013
(in thousands of dollars)

	AirCare	Bus division	Corporate	Rail division	Road & Bridge	Transit Police	2014	2013
Revenues								
Taxation	$ -	$ -	$ 744,157	$ -	$ -	$ -	$ 744,157	$ 741,307
Transit	-	-	495,609	-	-	-	495,609	495,575
Golden Ears Bridge tollings	-	-	-	-	41,623	-	41,623	39,421
Emissions testing	12,047	-	-	-	-	-	12,047	19,619
Government transfers	-	-	90,291	-	-	-	90,291	84,558
Amortization of deferred concessionaire credit	-	-	-	23,273	-	-	23,273	23,273
Interest income	-	-	34,739	-	-	-	34,739	34,208
Miscellaneous revenue	-	2,120	2,963	328	20	145	5,576	5,771
Gain (loss) on disposal of tangible capital assets	-	137	6,477	(177)	-	-	6,437	(167)
	12,047	2,257	1,374,236	23,424	41,643	145	1,453,752	1,443,565
Expenses								
Administration	225	12,471	13,364	2,698	99	2,073	30,930	28,233
Capital infrastructure contributions	-	-	-	-	43,953	-	43,953	52,432
Contracted services	14,324	66,626	4,539	115,098	11,532	-	212,119	203,557
Fuel and power	-	57,513	-	12,703	-	-	70,216	68,815
Insurance	3	12,700	644	4,248	1,102	30	18,727	17,461
Maintenance, materials and utilities	14	54,559	1,263	32,361	23,974	1,068	113,239	102,498
Professional & legal	23	1,853	8,051	1,162	1,810	422	13,321	15,103
Rentals, leases and property tax	124	12,853	9,869	15,523	52	1,780	40,201	45,830
Salaries, wages and benefits	1,093	414,595	34,022	71,830	1,105	28,961	551,606	531,264
Write-down of tangible capital assets	-	-	-	-	-	-	-	1,942
Expenses before amortization and interest	15,806	633,170	71,752	255,623	83,627	34,334	1,094,312	1,067,135
Amortization of capital assets	-	79,811	8,204	54,646	18,797	14	161,472	166,783
Interest	-	51,156	5,257	35,021	79,650	10	171,094	172,882
Amortization and interest	-	130,967	13,461	89,667	98,447	24	332,566	339,665
Total Expenses	15,806	764,137	85,213	345,290	182,074	34,358	1,426,878	1,406,800
Surplus (deficit) for the year	$ (3,759)	$(761,880)	$ 1,289,023	$(321,866)	$ (140,431)	$ (34,213)	$ 26,874	$ 36,765

Schedule 2: Funded Statement of Operations

FUNDED STATEMENT OF OPERATIONS As at December 31, 2014 ($ millions)	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	Year-over-Year Change	 %	2014 BUDGET	Budget Variance Fav/(Unfa	 %
REVENUES										
Fuel	323.2	311.8	335.3	349.1	340.1	(8.9)	(2.6%)	337.8	2.3	0.7%
Property and Replacement	289.6	298.1	306.7	316.3	324.5	8.2	2.6%	322.9	1.6	0.5%
Hydro Levy	18.6	18.8	19.2	19.3	19.6	0.3	1.4%	19.7	(0.1)	(0.5%)
Parking Sales	58.4	53.7	53.2	56.6	60.0	3.3	5.9%	56.0	4.0	7.1%
Total Taxation	**689.8**	**682.4**	**714.3**	**741.3**	**744.2**	**2.9**	**0.4%**	**736.4**	**7.8**	**1.1%**
Transit	437.9	444.7	460.6	495.6	495.6	0.0	0.0%	518.0	(22.4)	(4.3%)
Golden Ears Bridge tolls	29.6	33.7	38.9	39.4	41.6	2.2	5.6%	39.6	2.0	5.0%
Operating Contribution	19.3	21.7	20.1	19.7	20.0	0.4	1.9%	19.3	0.7	3.8%
Interest Income	2.1	3.9	4.3	5.6	5.0	(0.6)	(10.2%)	4.1	0.9	21.2%
Miscellaneous	0.0	5.0	5.6	5.8	5.6	(0.2)	(3.4%)	2.0	3.5	173.0%
Gain/(Loss) on Disposal	0.0	0.2	41.6	(0.2)	6.4	6.6	3945.1%	0.0	6.4	0.0%
Total Revenues	**1,178.7**	**1,191.6**	**1,285.4**	**1,307.1**	**1,318.4**	**11.3**	**0.9%**	**1,319.5**	**(1.1)**	**(0.1%)**
EXPENSES										
Major Road Network Operations	33.0	34.1	34.6	23.8	23.9	0.1	0.5%	28.5	4.6	16.2%
Golden Ears Bridge Operations	11.2	12.6	12.0	12.5	13.0	0.4	3.3%	12.7	(0.2)	(1.9%)
Admin	2.1	2.3	2.8	4.7	2.8	(1.9)	(40.2%)	4.4	1.6	36.6%
Total Roads & Bridges	**46.3**	**49.0**	**49.4**	**41.0**	**39.7**	**(1.4)**	**(3.3%)**	**45.7**	**6.0**	**13.2%**
Coast Mountain Bus Company	533.4	541.2	556.9	550.8	563.1	12.3	2.2%	570.2	7.1	1.2%
Access Transit	45.4	47.9	49.2	50.0	49.9	(0.1)	(0.2%)	50.5	0.6	1.1%
Other Contractors	17.6	18.6	19.0	19.1	20.1	1.0	5.2%	20.4	0.3	1.5%
Total Bus Division	**596.3**	**607.7**	**625.1**	**619.9**	**633.2**	**13.2**	**2.1%**	**641.1**	**8.0**	**1.2%**
Expo & Millennium Lines	91.9	98.1	102.3	102.6	113.5	10.9	10.7%	112.7	(0.9)	(0.8%)
West Coast Express	27.7	28.9	30.0	32.1	34.4	2.3	7.2%	34.8	0.4	1.3%
Canada Line	88.8	98.7	107.2	104.7	107.6	2.9	2.8%	108.8	1.2	1.1%
Total Rail Division	**208.4**	**225.7**	**239.5**	**239.4**	**255.5**	**16.2**	**6.8%**	**256.3**	**0.8**	**0.3%**
Total Transit	**804.7**	**833.4**	**864.6**	**859.3**	**888.7**	**29.4**	**3.4%**	**897.4**	**8.7**	**1.0%**
TransLink	**63.5**	**55.8**	**64.0**	**67.1**	**70.8**	**3.7**	**5.6%**	**87.7**	**16.9**	**19.3%**
Transit Police	**28.3**	**27.4**	**28.4**	**30.6**	**34.3**	**3.7**	**12.2%**	**32.2**	**(2.2)**	**(6.7%)**
Provision for Contingencies/Reinvestments	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0%**	**13.5**	**13.5**	**100.0%**
Interest Expense	93.3	105.5	111.7	105.8	103.5	(2.3)	(2.2%)	114.4	10.9	9.5%
Amortization	14.9	11.9	9.0	8.4	7.9	(0.5)	(6.1%)	13.0	5.1	39.0%
Debt Repayments	82.6	95.3	96.9	92.1	88.9	(3.2)	(3.5%)	94.9	5.9	6.2%
GEB Capital Payments	30.4	47.5	54.3	54.8	62.0	7.2	13.1%	61.9	(0.1)	(0.2%)
Total Expenses	**1,164.1**	**1,225.8**	**1,278.3**	**1,259.2**	**1,295.9**	**36.7**	**2.9%**	**1,360.7**	**64.7**	**4.8%**
Funded Surplus/(Deficit)	**14.6**	**(34.3)**	**7.1**	**47.9**	**22.5**	**(25.4)**	**(53.1%)**	**(41.2)**	**63.6**	**154.6%**
Cumulative Funded Surplus										
Opening Balance	307.3	322.0	287.7	294.8	342.7	47.9	16.3%	294.9	47.8	16.2%
Surplus/(Deficit) for the year	14.6	(34.3)	7.1	47.9	22.5	(25.4)	(53.1%)	(41.2)	63.6	154.6%
Closing Balance	322.0	287.7	294.8	342.7	365.2	22.5	6.6%	253.7	111.4	**43.9%**

[1] The funded statement of operations does not include AirCare as it is a self-funded program

Schedule 3: Reconciliation of Funded Surplus to GAAP Surplus

Reconciliation of Annual Surplus Twelve months ending December 31 ($ millions)	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	Year-over-Year Change	 %	2014 BUDGET	Budget Variance Fav / (Unfav)	 %
Net Surplus (Deficit) for Year (GAAP)	(58.6)	(52.5)	(9.4)	36.8	26.9	(9.9)	(26.8%)	(51.9)	78.8	151.8%
REVENUE ITEMS										
Transfers from Governments	(64.2)	(61)	(65.1)	(64.9)	(70.3)	(5.4)	(8.3%)	(68.8)	(1.4)	(2.1%)
Interest Income	(17.8)	(22)	(27.4)	(28.6)	(29.7)	(1.1)	(4.0%)	(30.1)	0.4	1.2%
Amortization of deferred Concessionaire Credit	(23.1)	(23)	(23.3)	(23.3)	(23.3)	0.0	0.1%	(23.3)	0.1	0.3%
Emissions Testing	(19.5)	(18)	(20.3)	(19.6)	(12.0)	7.6	38.5%	(12.8)	0.8	6.2%
EXPENSE ITEMS										
AirCare	(18.5)	(18.7)	(17.4)	(16.2)	(15.8)	0.4	2.4%	(16.9)	1.1	6.2%
Corporate Operations	(0.1)	0.0	0.0	(0.3)	(0.9)	(0.6)	(209.7%)	(0.1)	(0.8)	(819.8%)
Roads & Bridges	(74.6)	(48.8)	(66.3)	(52.3)	(44.0)	8.3	16.0%	(64.6)	20.7	32.0%
Amortization of Capital Assets	(154.1)	(152.5)	(155.0)	(159.7)	(153.6)	6.1	3.8%	(152.8)	(0.8)	(0.5%)
Interest	(66.6)	(66.1)	(66.0)	(67.1)	(67.6)	(0.5)	(0.8%)	(68.3)	0.7	1.0%
Debt Repayment Reserves	2.2	14.8	18.2	19.4	22.6	3.2	16.6%	27.6	(5.0)	(18.0%)
Principle Repayments	80.5	80.5	78.6	72.8	66.3	(6.5)	(8.9%)	67.3	(1.0)	(1.5%)
GEB Capital Payments	30.4	47.5	54.3	54.8	62.0	7.2	13.2%	61.9	0.1	0.2%
In-house Insurance (TPCC)	3.0	0.6	1.0	1.1	0.0	(1.1)	(100.0%)	0.0	0.0	0.0%
Net Surplus (Deficit) for the year (SCBCTA Act)	14.6	(34.3)	7.1	47.9	22.5	(25.4)	(53.1%)	(41.2)	63.7	154.7%
Reconciliation of Cumulative Funded Surplus										
Cumulative Surplus Opening Balance	**307.4**	**322.0**	**287.7**	**294.8**	**342.7**	**47.9**	**16.2%**	**294.9**	**47.8**	**16.2%**
Prior year adjustments										
Cumulative Surplus Ending Balance	**322.0**	**287.7**	**294.8**	**342.7**	**365.2**	**22.5**	**6.6%**	**253.7**	**111.5**	**44.0%**

Schedule 4: Golden Ears Bridge Funding Net Impact

($000's)	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	Year over Year Change	 %	2014 Budget	Budget Variance Fav./ (Unfav.)	 %	Compound Annual Growth Rate (CAGR) 2010-2014
Revenues											
Toll Revenue	29,580	33,748	38,859	39,421	41,623	2,202	5.6%	39,648	1,975	5.0%	8.9%
Interest	69	75	81	115	71	(44)	(38.3%)	74	(3)	(4.1%)	0.7%
Total Revenues	**29,649**	**33,823**	**38,940**	**39,536**	**41,694**	**2,158**	**5.5%**	**39,722**	**1,972**	**5.0%**	**8.9%**
Expenditures											
Tolling Concessionaire	5,843	6,012	6,105	6,605	6,948	344	5.2%	6,100	848	13.9%	4.4%
O&M payments to DBFO contractor	3,747	4,229	4,489	4,556	4,584	28	0.6%	4,700	(117)	(2.5%)	5.2%
O&M Insurance	1,423	1,155	1,142	1,119	1,102	(17)	(1.5%)	1,306	(204)	(15.6%)	(6.2%)
Safety Payments to DBFO contractor	0	162	(3)	0	0	0	0	180	(180)	(100.0%)	0.0%
Others	190	446	278	261	301	40	15.3%	422	(121)	(28.7%)	12.2%
	11,203	12,002	12,011	12,541	12,935	394	3.1%	12,709	226	1.8%	3.7%
Interest on borrowings	6,127	7,152	7,485	7,491	7,494	3	0.0%	7,494	0	0.0%	5.2%
Sinking fund payment	4,276	4,992	5,103	5,103	5,103	(0)	(0.0%)	5,103	0	0.0%	4.5%
Sub-total Debt Service Costs	10,403	12,144	12,588	12,594	12,597	3	0.0%	12,597	0	0.0%	4.9%
Capital payments to DBFO contractor	30,439	47,543	54,342	54,847	62,041	7,193	13.1%	61,918	123	0.2%	19.5%
Total Expenditures	**52,045**	**71,689**	**78,941**	**79,982**	**87,573**	**7,590**	**9.5%**	**87,224**	**349**	**0.4%**	**13.9%**
Funded (Deficit)/Surplus	**(22,395)**	**(37,866)**	**(40,001)**	**(40,446)**	**(45,878)**	**(5,432)**	**13.4%**	**(47,502)**	**1,623**	**(3.4%)**	**19.6%**
Cummulative (Deficit)/Surplus	**(34,803)**	**(72,669)**	**(112,671)**	**(153,117)**	**(198,995)**	**(45,878)**	**30.0%**	**(200,619)**	**1,623**	**(0.8%)**	**54.6%**
Notional Albion Ferry Savings	6,100	6,200	6,400	6,500	6,700						
Actual Albion Ferry	385	404	404								

Appendix 1: Bus Operations

BUS DIVISION	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Fav./(Unfav.) Year over Year	Budget 2014	Fav./(Unfav.) Actual vs. Target
CONVENTIONAL TRANSIT (BUS)								
Customer								
Overall performance rating out of 10	7.6	7.7	7.7	7.7	7.8	0.1	7.6	0.2
Complaints per 1 m boarded passengers	117.1	118.4	94.9	125.5	116.2	9.3	110.9	(5.3)
Preventable collisions per million kms.	9.2	8.3	8.3	8.2	8.5	(0.3)	8.7	0.2
Passenger injuries per 1 million boarded passengers	3.62	3.47	3.37	3.40	3.53	(0.13)	3.23	(0.3)
Perception of Safety (On-Board & At stops and exchanges) out of 10	8.3	8.4	8.4	8.5	8.5	-	8.5	-
Delivered service hours/scheduled	99.80%	99.71%	99.59%	99.41%	99.42%	0.01%	99.50%	(0.08%)
Internal Effectiveness								
Operating cost per passenger km.	$0.432	$0.384	$0.393	$0.398	$0.406	$(0.008)	$0.396	$(0.010)
Operating cost (excluding energy) per passenger km.	$0.396	$0.347	$0.354	$0.356	$0.372	$(0.016)	$0.353	$(0.019)
Operating Cost per capacity kilometre	$0.117	$0.113	$0.119	$0.117	$0.121	$(0.004)	$0.122	$0.001
Boardings per service hour	45.60	47.20	50.08	48.00	48.00	-	50.00	(2.00)
Utilization (Passenger Kms./Capacity Kms.)	27.2%	29.4%	30.3%	29.4%	29.8%	0.4%	30.7%	(0.9%)
Mean distance between vehicle failures	30,177	27,313	27,497	25,924	22,265	(3,659)	29,913	(7,648)
People								
Lost time frequency (per 200,000 hours worked)	7.26	6.58	6.14	7.74	8.90	(1.16)	5.51	(3.39)
Service Statistics								
Service Hours (thousands)	4,977	4,920	4,950	4,870	4,899	29	4,915	(16)
Service Kilometres (thousands)	95,964	95,796	96,498	96,636	96,201	(435)	98,608	(2,407)
Boarded Passengers (thousands)	226,742	232,303	238,340	233,733	235,113	1,380	245,570	(10,457)
CMBC								
Customer								
Overall performance rating out of 10	7.6	7.6	7.7	7.7	7.8	0.1	7.6	0.2
Complaints per 1 m boarded passengers	120.6	120.3	95.4	126.3	117.5	8.8	114.8	(2.7)
Preventable collisions per million kms.	9.3	8.5	8.5	8.0	8.6	(0.6)	5.1	(3.5)
Passenger injuries per 1 million boarded passengers	3.69	3.51	3.43	3.41	3.65	(0.24)	3.24	(0.4)
Perception of Safety (On-Board & At stops and exchanges) out of 10	8.3	8.3	8.4	8.5	8.5	-	8.5	-
Delivered service hours/scheduled	99.80%	99.70%	99.57%	99.39%	99.40%	0.01%	99.50%	(0.10%)
Internal Effectiveness								
Operating cost per passenger km.	$0.448	$0.388	$0.396	$0.401	$0.409	$(0.008)	$0.398	$(0.011)
Operating cost (excluding energy) per passenger km.	$0.402	$0.351	$0.357	$0.360	$0.374	$(0.014)	$0.356	$(0.018)
Operating Cost per capacity kilometre	$0.119	$0.114	$0.120	$0.118	$0.121	$(0.003)	$0.136	$0.015
Boardings per service hour	45.40	47.50	50.66	48.50	48.60	0.10	50.70	(2.10)
Utilization (Passenger Kms./Capacity Kms.)	27.0%	29.3%	30.2%	29.4%	29.7%	0.3%	30.8%	(1.1%)
Mean distance between vehicle failures	28,935	30,625	29,745	27,818	23,870	(3,948)	29,913	(6,043)
People								
Lost time frequency (per 200,000 hours worked)	7.26	6.58	6.14	7.74	8.90	(1.16)	5.51	(3.39)
Service Statistics								
Service Hours (thousands)	4,752	4,700	4,731	4,650	4,669	19	4,676	(7)
Service Kilometres (thousands)	91,007	90,765	91,644	91,723	91,142	(581)	93,156	(2,014)
Boarded Passengers (thousands)	215,891	223,388	229,980	225,552	226,852	1,300	237,226	(10,374)
CONTRACTED SERVICES								
Customer								
Overall performance rating out of 10	7.7	8.1	8.2	8.2	8.1	(0.1)	-	-
Complaints per 1 m boarded passengers	46.9	73.0	81.6	103.0	78.4	24.6	-	-
Preventable collisions per million kms.	6.9	5.0	6.0	11.2	9.5	1.7	-	-
Passenger injuries per 1 million boarded passengers	2.12	2.24	1.91	3.06	0.24	2.82	3.00	2.76
Perception of Safety (On-Board & At stops and exchanges) out of 10	8.8	9.0	8.9	9.0	8.9	(0.1)	-	-
Delivered service hours/scheduled	99.80%	99.94%	99.94%	99.73%	99.81%	0.08%	100.00%	(0.19%)
Internal Effectiveness								
Operating cost per passenger km.	$0.305	$0.304	$0.324	$0.331	$0.345	$(0.014)	$0.348	$0.003
Operating cost (excluding energy) per passenger km.	$0.263	$0.257	$0.273	$0.279	$0.304	$(0.025)	$0.288	$(0.016)
Operating Cost per capacity kilometre	$0.092	$0.097	$0.102	$0.102	$0.109	$(0.007)	$0.101	$(0.008)
Boardings per service hour	48.30	40.50	37.62	37.30	36.00	(1.30)	35.00	1.00
Utilization (Passenger Kms./Capacity Kms.)	30.3%	32.0%	31.5%	30.7%	31.7%	1.0%	29.1%	2.6%
Mean distance between vehicle failures	141,632	9,266	11,341	11,425	10,078	(1,347)	-	-
Service Statistics								
Service Hours (thousands)	225	220	219	219	230	11	238	(8)
Service Kilometres (thousands)	4,957	5,031	4,854	4,913	5,059	146	5,452	(393)
Boarded Passengers (thousands)	9,514	8,915	8,360	8,181	8,261	79	8,344	(84)
ACCESS TRANSIT								
Customer								
Overall performance rating out of 10	7.9	8.2	8.3	8.3	8.1	(0.2)	-	-
Complaints per 1 m boarded passengers	883.5	913.4	1,037.8	1,045.2	1,079.7	(34.5)	757.3	(322.4)
Preventable collisions per million kms.	23.0	19.6	12.7	9.0	6.7	2.3	-	-
Passenger injuries per 1 million boarded passengers	45.71	20.97	28.46	21.23	12.98	8.25	20.12	7.14
Perception of Safety (On-Board & At stops and exchanges) out of 10	8.9	9.1	9.0	9.0	8.9	(0.1)	-	-
Delivered service hours/scheduled	-	100.00%	100.00%	100.00%	100.00%	-	100.00%	-
Internal Effectiveness								
Operating cost per passenger km.	$6.422	$6.240	$6.408	$6.666	$6.724	$(0.058)	$6.367	$(0.357)
Operating cost (excluding energy) per passenger km.	$6.110	$5.866	$6.021	$6.278	$6.344	$(0.066)	$5.965	$(0.379)
Boardings per service hour	2.47	2.53	2.55	2.51	2.65	0.14	2.58	0.07
Service Statistics								
Service Hours (thousands)	594	603	592	581	553	(28)	598	(45)
Service Kilometres (thousands)	9,665	10,148	9,865	9,447	8,834	(612)	9,819	(985)
Boarded Passengers (thousands)	1,466	1,526	1,511	1,460	1,464	4	1,541	(77)

Appendix 2: Rail Operations

RAIL DIVISION	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Fav./(Unfav.) Year over Year	Budget 2014	Fav./(Unfav.) Actual vs. Target
TOTAL RAIL								
Customer								
Overall performance rating out of 10	8.3	8.4	8.4	8.3	8.2	(0.1)	8.3	(0.1)
Complaints per 1 m boarded passengers	13.2	12.3	10.1	13.0	13.9	(0.9)	9.2	(4.7)
On-time performance % (within 2 minutes) Expo/Millenium	95.30%	95.10%	95.50%	94.70%	93.40%	(1.30%)	96.00%	(2.60%)
On-time performance % (within 5 minutes) WCE	97.20%	97.50%	96.90%	98.00%	97.70%	(0.30%)	97.70%	-
Collisions and derailments per million kms.	0.04	0.02	0.02	0.02	-	0.02	-	-
Passenger injuries per 1 million boarded passengers	0.79	0.92	0.77	0.77	0.96	(0.19)	-	-
Perception of Safety (On-Board & At stops and exchanges) out of 10	7.9	8.0	8.2	8.3	8.2	(0.1)	8.3	(0.1)
Internal Effectiveness								
Operating cost per passenger km.	$0.154	$0.162	$0.169	$0.173	$0.189	$(0.016)	$0.183	$(0.006)
Operating cost (excluding energy) per passenger km.	$0.147	$0.154	$0.161	$0.164	$0.179	$(0.015)	$0.174	$(0.005)
Operating Cost per capacity kilometre	$0.035	$0.037	$0.039	$0.040	$0.043	$(0.003)	$0.043	$ -
Boardings per service hour	85.7	88.0	89.0	89.4	88.6	(0.8)	91.3	(2.7)
Utilization (Passenger Kms./Capacity Kms.)	-	22.9%	22.8%	23.0%	22.6%	(0.4%)	23.8%	(1.2%)
Mean distance between vehicle failures	558,372	642,884	857,579	873,269	793,814	(79,455)	662,384	131,430
Overall mystery shopper score	92.3%	93.6%	92.1%	92.7%	92.4%	(0.3%)	93.3%	(0.9%)
People								
Lost time frequency (per 200,000 hours worked)	2.43	3.58	4.43	3.97	3.42	0.55	3.00	(0.42)
Service Statistics								
Service Hours (thousands)	1,405	1,391	1,386	1,342	1,358	16	1,334	24
Service Kilometres (thousands)	55,462	54,859	54,619	52,869	53,508	640	52,524	985
Boarded Passengers (thousands)	120,453	122,391	123,312	119,967	120,352	385	121,749	(1,396)
West Coast Express								
Customer								
Overall performance rating out of 10	8.7	8.6	8.6	8.5	8.5	-	-	-
Complaints per 1 m boarded passengers	159.9	188.4	196.0	217.8	197.7	20.1	212.1	14.4
Service reliability (% service hours delivered)	99.9%	99.8%	100.0%	100.3%	99.8%	(0.5%)	99.9%	(0.1%)
On-time performance within 5 minutes	97.2%	97.5%	96.9%	98.0%	97.7%	(0.3%)	97.7%	-
Passenger injuries per 1 million boarded passengers	2.16	-	0.70	-	0.38	(0.38)	0.35	(0.03)
Internal Effectiveness								
Operating cost per passenger km.	$0.190	$0.190	$0.185	$0.197	$0.220	$(0.023)	$0.208	$(0.012)
Operating cost (excluding energy) per passenger km.	$0.179	$0.176	$0.172	$0.183	$0.204	$(0.021)	$0.193	$(0.011)
Operating Cost per capacity kilometre	$0.087	$0.085	$0.085	$0.087	$0.097	$(0.010)	$0.094	$(0.003)
Boardings per service hour	66.5	66.4	69.4	66.7	63.8	(2.9)	69.1	(5.3)
Utilization (Passenger Kms./Capacity Kms.)	45.9%	44.9%	45.7%	44.0%	44.0%	-	45.3%	(1.3%)
Mean distance between vehicle failures	189,350	230,518	197,503	274,902	228,810	(46,092)	228,464	346
Overall mystery shopper score	89.2%	90.4%	86.4%	90.0%	88.3%	(1.7%)	87.5%	0.8%
People								
Lost time frequency (per 200,000 hours worked)	-	-	-	-	-	-	-	-
Service Statistics								
Service Hours (thousands)	42	42	41	41	41	(0)	41	0
Service Kilometres (thousands)	1,476	1,499	1,487	1,478	1,479	1	1,481	(3)
Boarded Passengers (thousands)	2,782	2,808	2,872	2,750	2,625	(125)	2,839	(213)
Expo & Millenium Line								
Customer								
Overall performance rating out of 10	8.1	8.2	8.2	8.1	7.9	(0.2)	8.3	(0.4)
Complaints per 1 m boarded passengers	5.1	4.8	5.5	7.2	11.0	(3.8)	5.1	(5.9)
Service reliability (% service hours delivered)	99.6%	99.5%	99.6%	99.4%	99.5%	0.1%	99.8%	(0.3%)
On-time performance %	95.3%	95.1%	95.5%	94.7%	93.4%	(1.3%)	96.0%	(2.6%)
Collisions & Derailments per million kms.	0.04	0.02	0.02	0.02	-	0.02	-	-
Passenger injuries per 1 million boarded passengers	1.20	1.41	1.12	1.19	1.30	(0.11)	1.10	(0.20)
Perception of Safety (On-Board & At stops and exchanges) out of 10	7.6	7.8	7.9	8.0	7.9	(0.1)	8.0	(0.1)
Internal Effectiveness								
Operating cost per passenger km.	$0.116	$0.118	$0.124	$0.130	$0.145	$(0.015)	$0.141	$(0.004)
Operating cost (excluding energy) per passenger km.	$0.106	$0.108	$0.112	$0.117	$0.132	$(0.015)	$0.128	$(0.004)
Operating Cost per capacity kilometre	$0.021	$0.022	$0.022	$0.024	$0.026	$(0.002)	$0.027	$0.001
Boardings per service hour	66.8	68.5	69.3	69.6	69.1	(0.5)	71.0	(1.9)
Utilization (Passenger Kms./Capacity Kms.)	17.9%	18.2%	18.2%	18.4%	18.1%	(0.3%)	19.1%	(1.0%)
Mean distance between vehicle failures	369,022	412,365	660,076	598,368	565,004	(33,364)	433,920	131,084
Overall mystery shopper score	91.9%	94.3%	94.2%	92.6%	92.8%	0.2%	94.0%	(1.2%)
People								
Lost time frequency (per 200,000 hours worked)	2.43	3.58	4.43	3.97	3.42	0.55	3.00	(0.42)
Service Statistics								
Service Hours (thousands)	1,186	1,166	1,149	1,106	1,122	16	1,096	26
Service Kilometres (thousands)	47,786	46,983	46,291	44,573	45,212	639	44,156	1,056
Boarded Passengers (thousands)	79,222	79,914	79,607	77,019	77,482	463	77,776	(294)
Canada Line								
Customer								
Overall performance rating out of 10	8.5	8.6	8.7	8.6	8.7	0.1	8.3	0.4
Complaints per 1 m boarded passengers	19.2	15.0	6.0	10.1	7.6	2.5	2.9	4.7
Perception of Safety (On-Board & At stops and exchanges) out of 10	8.6	8.5	8.7	8.8	8.8	-	8.5	0.3
Internal Effectiveness								
Operating cost per passenger km.	$0.224	$0.242	$0.255	$0.251	$0.265	$(0.014)	$0.257	$(0.008)
Operating cost (excluding energy) per passenger km.	$0.224	$0.242	$0.255	$0.251	$0.265	$(0.014)	$0.257	$(0.008)
Operating Cost per capacity kilometre	$0.086	$0.093	$0.094	$0.091	$0.095	$(0.004)	$0.095	$ -
Boardings per service hour	216.8	217.5	208.8	206.4	206.6	0.2	209.1	(2.5)
Utilization (Passenger Kms./Capacity Kms.)	38.2%	38.4%	36.8%	36.4%	35.7%	(0.7%)	36.8%	(1.1%)
Contract adherence monitoring	95.7%	96.0%	95.7%	95.6%	96.0%	0.4%	98.5%	(2.5%)
Service Statistics								
Service Hours (thousands)	177	182	196	195	195	-	197	(2)
Service Kilometres (thousands)	6,200	6,377	6,841	6,818	6,818	-	6,887	(69)
Boarded Passengers (thousands)	38,448	39,669	40,833	40,198	40,245	47	41,133	(888)

Appendix 3: Allocated Costs between Divisions

ALLOCATED COST BREAKDOWN CONSOLIDATED REVENUES ($ thousands)	YTD Actual 2010	YTD Actual 2011	YTD Actual 2012	YTD Actual 2013	YTD Actual 2014	YTD Year-over-Year Change	YTD Year-over-Year %	YTD Budget 2014	YTD Budget Variance Fav/ (Unfav)	YTD Budget Variance %	Compound Annual Growth Rate (CAGR) 2010-2014
Shared services costs allocated [1]											
CMBC	(4,212)	13,846	16,553	21,229	23,777	2,548	12.0%	26,013	2,236	8.6%	n/a
BCRTC	-	-	349	731	837	107	14.6%	802	(35)	(4.4%)	-
WCE	14	18	26	69	47	(22)	(32.0%)	83	36	43.4%	35.2%
Canada Line	-	-	-	-	-	-	0.0%	-	-		-
Police	70	8	69	1,453	1,525	72	4.9%	1,692	168	9.9%	116.0%
Roads & Bridges	-	-	-	-	2,817	2,817	0.0%	4,440	1,623	0.0%	-
TransLink	4,129	(13,872)	(16,996)	(23,482)	(29,007)	(5,528)	(23.5%)	(33,030)	(4,024)	(12.2%)	n/a
Total	1	-	2	(1)	-	-	-	-	-	-	-
Costs administered by TransLink and allocated to subsidiaries [2]											
CMBC	17,016	17,685	16,460	14,490	15,135	645	4.5%	18,579	3,444	18.5%	(2.9%)
BCRTC	4,126	4,042	3,838	3,418	3,581	162	4.8%	5,437	1,856	34.1%	(3.5%)
WCE	10,151	10,963	11,853	13,537	14,616	1,079	8.0%	14,748	133	0.9%	9.5%
Canada Line	5,233	160	1,786	395	2,009	1,615	409.0%	2,808	798	28.4%	(21.3%)
Police	-	-	-	1,097	1,639	542	49.4%	1,847	208	11.2%	-
Total	36,525	32,850	33,938	32,938	36,981	4,043	12.3%	43,419	6,438	14.8%	0.3%
Total Allocated costs to Subsidiaries from TransLink											
CMBC	12,804	31,531	33,013	35,719	38,913	3,193	8.9%	44,593	5,680	12.7%	32.0%
BCRTC	4,126	4,042	4,187	4,149	4,418	269	6.5%	6,239	1,821	29.2%	1.7%
WCE	10,165	10,981	11,879	13,606	14,662	1,057	7.8%	14,831	168	1.1%	9.6%
Canada Line	5,233	160	1,786	395	2,009	1,615	409.0%	2,808	798	28.4%	(21.3%)
Police	70	8	69	2,550	3,164	614	24.1%	3,539	375	10.6%	159.3%
Total	32,397	46,722	50,935	56,419	63,166	6,747	12.0%	72,009	8,842	12.3%	18.2%

[1] Includes Business Technology & Human Resources costs

[2] Includes property tax, building leases, insurance, fare media costs, and compass card operating costs

* Negatives represent allocations out, positives represent allocations in

Note: human resources costs are allocated based on headcounts, while Business Technology costs are allocated based on operating usage.